

CONFIDENTIAL

DD/S 68-1041

06 MAR 1968

MORI/CDF Pages 6 thru 15, 17,  
18, 20 & 22 thru 29.

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Report of Study Group on Recruitment

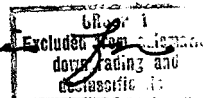
1. Attached is the report of the study group on recruitment which was constituted as the result of the Director's inquiry as to whether there were means of recruiting other than going on campus where we were subject to some demonstrations. The essence of the report is that we continue recruiting on the campus and seek to return as early as possible to those campuses from which we have temporarily withdrawn. The suggestion concerning the pre-screening of applicants by adopting the Federal Service Entrance Examination is a proper suggestion; however, I will have a special report for you on this problem which will recommend an alternative to our present campus testing procedure through the Educational Testing Service of Princeton. The recommendation concerning a panel of senior officials to improve the Agency image as it relates to the recruitment effort is for your consideration. The other recommendations can readily be implemented and I propose to do so but will await any views or thoughts you may have on this paper.

2. In regard to the broad subject of campus recruitment, of those campuses we normally visit we are now appearing on about 64%; 23% are being serviced through our established recruitment offices in metropolitan areas; Federal space is being used to service 7% of the campuses where we are not appearing. It is on only 6% of the campuses that we have temporarily withdrawn because of student reaction.

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*DDS: I would like to discuss this with the Deputy along with the Manpower study, the College Associates study, etc. Wattle's memo is too brief and Herwin's is too long to distribute for study prior to discussion. Could you do an in-between summary (2 or 3 pages) which I could distribute and which could lead to discussion. Please expedite.*

R. L. Bannerman  
Deputy Director  
for Support



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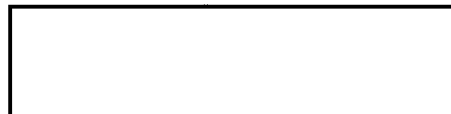
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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Report of Study Group on Recruitment

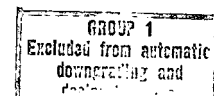
1. The attached "Report of Study Group on Recruitment" is for the information of the Deputy Director for Support.
2. This report summarizes the discussions of a special study group which the Deputy Director for Support charged with examining present recruiting techniques to determine whether there may be more effective means of obtaining the high quality of personnel needed by the Agency.
3. The report stresses:
  - (a) the continuation of campus recruiting, and, conditions permitting, the early return of recruiters to proscribed campuses, inasmuch as the college and university campus constitutes our major source of highly qualified professional input;
  - (b) the bypassing of both small and large colleges and universities which have not proved to be productive sources for our purposes;
  - (c) the pre-screening of applicants by adoption of the Federal Service Entrance Examination (FSEE) or other techniques to weed out unlikely material;
  - (d) the continuation of Agency operating officials working-level interchange with key faculty and departmental contacts;
  - (e) the closest possible liaison and working relationships with major military bases discharging young officers and selected enlisted men who meet our selection criteria, and
  - (f) the recommendation that a panel of senior officials be appointed to look into possible courses of action designed to improve the CIA image as it relates to the recruitment effort.



Robert S. Wattles  
Director of Personnel

Attachment

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